

OC-M79-237
19 April 1979

MEMORANDUM FOR: Chief, Communications Security Division, OC
Chief, Domestic Networks Division, OC
Chief, Engineering Division, OC
Chief, Foreign Networks Division, OC
Chief, Human Resources Division, OC
Chief, Support Services Division, OC
Chief, Programs and Budget Staff, OC

STATINTL

FROM

:

Director of Communications

SUBJECT

:

Strategic Planning

1. The 1979 Annex submission to the Strategic Plan provided a valuable starting point for further refinements to the OC planning process. Although the lack of a standard format and substantive guidance to the Divisions made preparation and subsequent analysis difficult, there was a clear thread of mutuality throughout the Annex. This reinforced my belief that the annex adjunct to the Strategic Plan is a valuable document that identifies Divisional intentions necessary to achieve the Office's strategic goals.

2. The OC Strategic Plan Annex should: Tabulate the Divisions' subgoals that are complementary to the Office goals; contribute to improved coordination and understanding among the operating Divisions; provide a credible basis for the internal programs and activities of OC's Divisions.

3. The attached Annex preparation guidance paper develops ideas and concepts to be used for the 1980-81 Strategic Plan Annex. Attention has been focused on the philosophy and preparation procedures of the Divisions' Annexes in the hope that the utility and understanding of these documents will be increased.

SUBJECT: Strategic Planning

4. The OC Strategic Plan itself will be limited to introductory, state of the Office, and specific D/CO goal statements. Attachment 2 outlines the 1980-81 Strategic Plan format.

5. Division Annexes to the 1980-81 Strategic Plan should be submitted to the Planning Staff no later than 15 October 1979. A meeting of all planning coordinators is scheduled for 30 July 1979. Additional details on the Annex preparation and submission will be provided at that time.

STATINTL

Attachment:
As stated

Distribution:
1 Each Addressee
1 - OC-PS Chrono
1 - OC-PS Subj.

STATINTL

OC-PS

(19 April 1979)

1980-81 STRATEGIC PLAN ANNEX GUIDANCE

1. The objective of the strategic planning process is to determine the basic goals of the Office of Communications (OC) and to formulate strategy to achieve these goals.
2. The objective of the Strategic Plan Annex is to document the long-range intentions and activities the Divisions perceive are necessary to achieve the Office's strategic goals. The Annex will be a two-part document. The first section, which addresses the CY+3 to 10-year time frame, contains a tabulation of subgoals, existing or envisioned, that identify a Division's plan to achieve the D/CO's goals. The second part, the Annex Appendix, contains a tabulation (by Division) of existing or anticipated activities and projects (CY - 10-year time frame) that support or implement the Division's subgoals.
3. The process of amalgamating the Divisions' Annexes by the Planning Staff and the Division Planning Coordinators will improve interdivisional coordination and understanding. Review, adjudication and approval by the D/CO of the Annex drafts result in assignment of responsibility and accountability of particular subgoals to the respective Divisions. It also serves as the vehicle for assigning office priorities. The tabulated subgoals and activities/programs identified in the Annex and its Appendix serve as a basis for OC programs and projects.
4. Annex preparation should be comprehensive and substantive. As a logical extension of the D/CO's goals for the Office, each Division Chief may establish appropriate subgoals (approximately five or less) that complement a specific strategic goal. Although specific goals may be more closely associated with one Division than another, certain goals cut across organizational boundaries and are of interest to all Divisions. At its option, a Division may establish subgoals for any or all strategic goals. Division subgoals should go beyond current year plus three in perspective and clearly show an element of time for inception and completion.
5. A brief but comprehensive narrative describing the prevailing and perceived operational/technical/requirements environment of the Divisions should precede the Division's subgoals. When more than one Division responds to a strategic goal, a consolidated narrative will be written and coordinated by the OC Planning Staff.

6. As stated, the Division Planning Coordinator will work with the Planning Staff to consolidate the individual Annexes into a comprehensive Office Annex. The Division Planning Coordinator will be an officer with the authority to speak for and coordinate on behalf of the respective Division.

7. The basic consolidated Annex format is outlined in attachment A. The format of the Division submittals is documented in attachment B. Attachments C and D are the Division and consolidated Annex Appendix formats, respectively.

Attachment A

1980-81 STRATEGIC PLAN DIVISION ANNEX

STRATEGIC PLAN NARRATIVE

ENVIRONMENTAL FACTORS & ASSUMPTIONS NARRATIVE

DIVISION SUBGOAL(S) NARRATIVE (APPROXIMATELY FIVE OR
LESS, INCLUDE TIME ELEMENT FOR INCEPTION AND
COMPLETION)

Attachment B

1980-81 STRATEGIC PLAN ANNEX

(Consolidated Format)

STRATEGIC GOAL NARRATIVE

SUPPORTIVE DIVISION SUBGOALS

OC-CSD

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OC-DND

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OC-ED

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OC-FND

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OC-HRD

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OC-SSD

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OC-P&B

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Attachment C

1980-81 STRATEGIC PLAN ANNEX PROGRAM/ACTIVITY

DIVISION APPENDIX

STRATEGIC GOAL NARRATIVE

CY-CY+3]
CY+3-CY+5]
CY+5-CY+10]

Program/activity identification by
subgoal and brief narrative including
overview of resource and coordination
requirements.

1980-81 STRATEGIC PLAN ANNEX
PROGRAM/ACTIVITY APPENDIX
(Consolidated Format)

STRATEGIC GOAL NARRATIVE

CSD CY-CY+3]
CY+3-CY+5]
CY+5-CY+10]

Program/activity identification
subgoal and brief narrative incl
overview of resource and coordin
tion requirements.

DND CY-CY+3
CY+3-CY+5
CY+5-CY+10

ED CY-CY+3
CY+3-CY+5
CY+5-CY+10

FND CY-CY+3
CY+3-CY+5
CY+5-CY+10

HRD CY-CY+3
CY+3-CY+5
CY+5-CY+10

SSD CY-CY+3
CY+3-CY+5
CY+5-CY+10

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Attachment 2
OC-M79-237, dtd 19 Apr

1980-81 OC STRATEGIC PLAN OUTLINE

- D/CO's Message
- Executive Summary
- Table of Contents
- Purpose of the Document
 - Introduction
 - Definition of Strategic Planning
 - Use of the Document
 - Effective Date and Method of Update
 - Progress Evaluation
- The OC Planning Process
 - Strategic Planning
 - DDA Statements
 - D/CO's Role
 - OC-PS Role
 - Executive Board Role
 - Annex Preparation
 - Program Development
 - Operational Planning
 - Updating
- Present State of the Office
- D/CO's Goals
 - Management Goals
 - Human Systems Goals
 - Network Service Goals
 - Network Technical Goals
 - Security Goals
 - Safety and Health/Environment Goals

OC 78-629
24 AUG 1978

MEMORANDUM FOR: See Distribution

FROM :
Acting Director of Communications

STATINTL

SUBJECT : Feedback to the Strategic Planning Process (U)

1. (U) As the evaluation of the present Strategic Plan annexes continues, it is also necessary to develop other elements of the planning process, including feedback to the D/CO, through the Planning Staff, concerning progress toward meeting the strategic goals, suggested changes to goals or to procedures relating to the planning process, or perceived opportunities to provide services in new areas.

2. (U) To provide a degree of formality to the feedback process, it is requested that all addressees name an individual to provide a continual, working level contact between the planning elements of each division and the Planning Staff for all matters relating to the strategic planning process. It is stressed that this does not limit the contact of the Planning Staff with other OC components or of members of the components with the Planning Staff. Planning must be a participatory process to remain viable and, therefore, informal contacts between all OC personnel and the Planning Staff will be retained and are to be encouraged.

3. (U) A memorandum discussing the status and future of the strategic planning process, including feedback, is being prepared by the Planning Staff for distribution to all addressees. STATINTL

Distribution:

1 - Chief, OC-FND	1 - Chief, OC-HRD
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ORIG:OC-PS

(23 August 1978)

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